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The Information Highway: Analysis of the Correspondence Tracking Process
of the
Employee Insurance Program (EIP)

Prepared for Certified Public Manager Course

by

Gisele Price, Employee Insurance Program

April 17, 2012

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I. ORGANIZATIONAL SETTING

The State Employee Health Insurance System was created in 1972 to serve state, school and local government employees. The State Health Plan covers over 400,000 workers, retirees and their dependents. ¹

The Employee Insurance Program (EIP) is a part of the South Carolina Budget and Control Board (SCBCB). The EIP is headed by a Director with a staff that consists of a Chief of Operations, two (2) Senior Program Managers, two (2) Fiscal Managers and seven (7) Program Managers. (See Appendix B)

Currently, EIP has approximately 80 employees, and is organized into six (6) functional areas. The areas are:

- 1) Administration
- 2) Customer Services (includes Customer Support (CS);
Operations; Field Services; Quality Assurance)
- 3) Communications, Education and Training
- 4) Financial Services
- 5) Research and Statistics
- 6) Wellness Initiatives

The Customer Support Unit was established to ensure that customers and vendors get requested information, ensure accuracy of claims processing and/or other document processing, confirm eligibility for group retiree insurance, ensure the appeals process is properly initiated and that all requests are responded to accurately and timely.

The Customer Support Unit consists of a Program Manager, Benefits Manager, two (2) Benefits Counselors and two (2) Administrative Assistants. (See Appendix C)

This Unit is responsible for monitoring, tracking, processing and providing responses to approximately 2,800 pieces of customer correspondence a year. Correspondence must be completed within ten (10) business days of receipt to EIP. (See Appendix D) This includes processing of Creditable Coverage Letters (verification of prior health insurance coverage), enrollment changes, corrections of identification data, contact information (name change(s), date of birth, addresses, etc.), requests for Administrative Review (a request from a customer or Benefits Administrator (BA) on behalf of a customer to correct, change or approve an action /generally due to an error), eligibility verification (an Employment Record submitted for review and determination) for group retiree insurance benefits, premium statements, insurance verification requests (often received from another agency and or program requesting specific coverage information regarding benefits under the Plan), responding to questions regarding policy or coverage changes, assisting vendors in identifying eligibility/enrollment issues and/or assisting customers with filing and updating claims issues and general information questions. The Customer Support Unit is also responsible for addressing issues of customers who visit the office and responding to e-mails from the EIP Website within 24 Hours.

Currently, tracking and document accountability is monitored manually. The inability to provide detailed accountability and monitoring of a document throughout the workflow process, subsequently, inhibits the efforts of EIP to effectively achieve one of its primary goals, to provide detailed, accurate and timely information to customers, vendors and in-house staff.

II. CUSTOMER SUPPORT CORRESPONDENCE TRACKING PROCESS

As the system operates today, mail comes into the EIP Imaging Center, is sorted and then correspondence is placed in the customer service mail bin. The Administrative Assistant gathers the mail and faxes from the Customer Support System Fax to begin the process. The Administrative Assistant(s) re-sorts the mail and faxes and then forwards it to the appropriate EIP Unit to handle. (See Appendix E)

Correspondence tracking and monitoring is a ten (10) day process that should begin the day it is received. However, this is a manual process and is dependent upon the schedule of the Administrative Assistant or designee to determine when mail is handled. Once the Administrative Assistant re-sorts the mail, it is date stamped and distributed to the appropriate areas to be handled (Appeals, Financial Services, Operations and Customer Support). Only mail and faxes for the Customer Support Unit is identified (using the UNIX-EIP's Production System) and logged onto the Correspondence Tracker, categorized and assigned a tracking number and Customer Support Staff. The UNIX program is the EIP Production software that allows data display of information for former, current and new personnel, dependents covered by the State Health Insurance Plan or are affiliated with it. UNIX also has a "word processing" function that allows notes to be entered regarding a call and/or mail received or actions initiated for an individual.

The Correspondence Tracker (CT) is an access program that allows the Customer Support Administrative Assistants to "index" correspondence. Correspondence is logged onto the system using a Social Security Number (SSN), Name (subscriber and sender of mail), subject and sub-topic. The program automatically assigns a number to the mail

and the Administrative Assistant then assigns the mail to a Customer Support Staff to handle. (See Appendix E)

The staff then researches incomplete items, and logs as pending in the CT database and documents the UNIX contact log, processes actionable items, logs as complete in CT database, sends to file and documents the contact log and forwards the item to file (Imaging). Items incorrectly routed are rerouted to the appropriate department and logged as complete on the CT and UNIX is documented noting the action. (See Appendix E)

A letter is drafted for incomplete items and after receiving the necessary information is forwarded to Communications for editing. Communications forwards the edited letter, if necessary to the Chief of Operations for review. The Chief of Operations will review, make corrections if necessary and return it to Communications. Communications will then forward the edited item to the Customer Support staff. If correct, the Customer Support staff will print the correspondence on letterhead and mail it to the customer with a copy to imaging. The UNIX contact log is documented. If the edited item is not correct, it is returned to Communications and the process repeats until the final disposition of the item. (See Appendix E)

PROBLEM STATEMENT

The purpose of this project is to identify the shortcomings in the current system and to implement changes that will allow the system to operate more effectively and efficiently. The specific issues that will be addressed are:

- Eliminate the manual tracking of documents

- Assign numbers that will allow the document to be tracked from beginning until completion
- Eliminate redundancy and misrouting of mail in the current process
- Improve timeliness of document completion

WORK PLAN AND DETAILS OF STUDY

The goal of the data collection and the collection methods used to gather data were as follows:

- Daily, Monthly and Annual Correspondence Reports (reports were collected to determine volume, type, timeliness of response and workload of individual Customer Support Staff) (Appendix J). Reports can also be used as a tool to determine staffing by looking at the numbers.
- Survey – A survey was developed and e-mailed to staff of individual Units that would be impacted by the new correspondence tracking process to solicit input regarding the proposed new process. Any changes and/or enhancements could/should assist their area in achieving its goal.
- Flow Charts – Charting of the current and proposed mail tracking process was done to clarify the process and show where potential improvements can be made to the process. It will also illustrate the redundancy in the current operation. The proposed flow chart shows the simple, streamlined process with concerns raised in the survey by impacted groups being addressed.
- Organizational Chart – Shows the internal structure of EIP and how the areas co-exist.

- The Chart of Daily, Monthly, Annual mail and faxes, provide a snapshot of the average daily, monthly, annual volume as well as, staff volume and completion rate(s).
- Observation of similar processes (Insurance Reserve Fund, Interview with Nelson Chandler, Supervisor for Claims and Beth Gunter, Imaging Specialist).²

PROPOSED PROCESS

In order to correct flaws in the current monitoring and tracking process for EIP, a new process has been proposed. The purpose of this “new” process is to eliminate the inadequacies of the current process by implementing the steps as outlined below:

- Eliminate mail misroutes resulting in costly delays in getting mail to the appropriate area by electronic monitoring.
- Provide cross-training with staff using new process tool to ensure proper usage and understanding of the new correspondence process.
- Develop a process specifically designed with customer, vendor, and in-house staff input to assist EIP with providing quality customer service (develop uniform guidelines and a manual on how to handle inquires and prepare written responses, etc.)
- Provide crucial information regarding volume, document type and peak times for receipt of requests to appropriate areas.
- Implement electronic monitoring to properly assist the customer in “real time mode”, thereby, improving customer service and making their job easier.

Implementing these new procedures will ensure the continued success of the EIP Customer Support Area, Appeals and Customer Service operations by providing accurate, timely and quality Customer Service and timely responses to customers. (See Appendix H). For Legal, it will resolve delays at the start of the Appeals Process on behalf of the customer by eliminating routing delays and eliminating potential problems throughout the Appeals Process. (See Appendix H)

The new process will be totally automated versus the current mostly manual process for incoming mail and faxes, tracking and monitoring. The process will involve only two software programs (UNIX and Imaging) versus the current process that has three (3) software programs (including CT). This process will save time and money. In the current work environment staff is required to do more with less. Using two (2) software programs instead of three (3) will allow work to be handled more quickly and efficiently reducing the time needed to accomplish the increasing workload. The number of staff needed to accomplish the goal will be reduced allowing maximum utilization of EIP's valuable and limited resources. The two software programs are more user friendly versus having to view three (3) software programs to interact with to gather enough information to only partially respond to the customer's inquiry. Notwithstanding, the current CT Access database tool is difficult for the average staff member to use effectively. The CT is also a cumbersome tool because the user-interface is difficult to understand and/or navigate and is not intuitive.⁵

The proposed process will allow all mail and faxes to be imaged on the front end instead of the current process of imaging on the backend. This allows immediate tracking and monitoring of all correspondence received by EIP versus the current process

where only mail sent to the Customer Support Unit is imaged (on the backend) and there is no confirmation of other mail that has been received, thereby causing delays in providing information, performing a requested action(s) and other delays that affect the quality of customer service that can be provided by EIP. In the proposed process, details of incoming mail and faxes will be available to EIP staff immediately providing a real time view of the information. Front-end imaging of documents will also minimize the amount of time spent on locating a document (more often requiring more than one staff to handle). The customer service representative can respond to the customer in a more timely manner and responses are accurate and informative because the staff can see the actual document that was received eliminating duplication of work by several counselors and duplicate documents being submitted resulting in a cost savings of EIP's resources, materials and time. (See Appendix H)

A generic Acknowledgment letter will be system generated to each mail/fax recipient in the proposed process thereby reducing customer service calls inquiring if EIP is in receipt of their document. This is another cost/time saving measure that maximally utilizes EIP's limited resources.

The Legal (Appeals) area would benefit greatly from the proposed changes because it eliminates the time constraints of the appeals process. The proposed process will allow for timely and documented mail and/or faxes to be accurately delivered preventing the document from "floating around" in the system causing delays in the appeals process. If it is not in the correct area, the new process software will have a "drag and drop" feature that allows instantaneous delivery of the document to the correct party. Meanwhile, the document is still tracked and monitored.

Two (2) working queues (where correspondence will be held in storage by the computer, awaiting automatic action) will be established to help the Administrative Assistants to distribute the documents to appropriate CS staff. The CS staff will work the documents electronically from the queue. The process will allow drafts of letters to be generated for review by Communications. Using the “drag and drop” feature, the documents can be placed in a queue for Communications to edit the document and return to CS staff or forward to the Chief of Operations for review. Documents to customers can be electronically generated and printed to letterhead to be mailed to the customer, with a copy to the file. (See Appendix F)

The updated process will allow more detailed reporting to be used to monitor document volume, type, subject and pending.

Even with the special review by the Chief of Operations on some files, or files sent to another section for information, the CT Process could be reduced to five (5) to seven (7) days versus the current ten (10) days with additional process and software upgrades and enhancements.

IMPLEMENTATION PLAN AND EVALUATION METHOD

The implementation plan for the proposed changes in the current Correspondence process will be handled by the Agency’s (EIP) IT (Information Technology) personnel working with the Internal Operations Manager and will include the following:

- Steps needed to complete the proposed process will be identified and an appropriate IT person will be assigned each task to complete.
- IT will determine the preliminary timeframe for the completion of the project and potential cost.

- Potential obstacles to project completion and methods to formulate solutions to overcome them will be identified by Chief of Operations, Internal Operations Manager and IT personnel.
- IT/Internal Operations will identify the needed resources to be used for completion of the project as well as, communicating progress to representatives of the impacted areas.

The integration of the proposed process into EIP's standard operating procedures will be handled by a panel led by IT which includes:

- Chief of Operations
- Internal Operations Manager
- Customer Support Program Manager and/or Unit's Benefits Manager
- Customer Service Manager and/or Supervisor
- Legal (Appeals Coordinator)
- Training Benefits Manager
- Communications, Education and Training Staff

The Evaluation Method for the proposed process will also be developed by the staff and the panel listed above. The panel will initially meet based on an implementation schedule set by IT. Once briefed on the proposed process and testing on the enhancements is completed the panel will select and identify the data collection methods to be used to measure and monitor the process to determine if the process is meeting expected outcomes.

III. SUMMARY AND RECOMMENDATIONS

The analysis of the EIP Correspondence Tracking/Monitoring Process concluded that the current process needs improvement and additional enhancements are needed in order for the Agency to continue to accomplish its mission/goals.

It is also recommended that after reviewing the volume of mail/faxes being received, that additional staffing be assigned to maintain the integrity of the unit to continue to meet its goals and set standards. (See Appendix J) Overall the CS unit workforce consisting of (one TERI staff, one eligible for retirement and two eligible for retirement within the next three years) and the continuous addition of “new” groups to the State Health Insurance Program (SHP) will require additional staff. The CS staff is a unit of highly trained individuals that are responsible for knowledge in several aspects of the State Health Insurance Program; therefore, replacements should be with internal applicants with experience. Although, the chart indicates current staffing is meeting standards, that level of service is only being maintained by exhausting current workforce through long hours. (Appendix J)

The new process software enhancements and upgrades should commence as soon as possible to reduce the man hours of tedious, manual, time consuming, and repetitive work that is currently being done by the EIP staff. It is also frustrating to the customer having to repeatedly submit documents, request information and make repeated telephone calls regarding a document’s status. The proposed process will streamline the old process using two (2) existing software programs instead of three (3) currently. (See Appendix G)

It is also recommended that all training and software be handled as scheduled by IT and EIP in house training staff, thus, decreasing costs of the proposed implementation process.

The correspondence tracking and monitoring processes should be upgraded to a totally automated process to allow EIP to accurately track and monitor mail/faxes from receipt to process completion with detailed information of the path traveled. Accurate and complete monitoring and tracking will also allow EIP to improve its customer service by providing detailed and real time information regarding a customer's file and the Appeals Process by improving response time and eliminating delays within the process.

IV. CONCLUSION

With the current correspondence tracking/monitoring process and the anticipated increased workload (changes due to new healthcare legislation, eligibility criteria, contract disputes, Plan changes, etc.), it is becoming increasingly apparent that EIP will have difficulty continuing to provide timely, accurate, quality customer service within ten (10) days. If the process is not updated within the next year, EIP could seriously jeopardize its goal of providing timely, accurate, customer service to internal and external customers.

V. REFERENCES

1. May 15, 2009. The History of the South Carolina Budget and Control Board.
Retrieved February 4, 2012, from <http://www.bcb.sc.gov/BCB/BCB-history.phtm>
2. Nelson Chandler, Supervisor Claims and Beth Gunter, Imaging Specialist. Interview.
South Carolina Insurance Reserve Fund, 2012.
3. Price, Gisele. "Correspondence Process Survey Questions and Results." Survey. 20
January 2012.
4. Employee Insurance Program. Appeals. 2012 Insurance Benefits Guide, p. 77.
5. Bell, Robert. "Correspondence Process Survey Questions and Results." Survey. 23
January 2012.

APPENDICES

APPENDIX A

PROJECT PROPOSAL CERTIFIED PUBLIC MANAGER PROGRAM

NAME Gisele Price CLASS 2012 DATE 8/15/11

ORGANIZATION SC Budget and Control Board/Employee Insurance Program

PROPOSED TITLE OF YOUR PROJECT: The Information Highway: A look at the Correspondence Tracker/Email process of the Employee Insurance Program (EIP).

What is the problem you wish to investigate?

Tracking and document accountability is not currently monitored. The inability to accurately monitor a document through the workflow process and the lack of useful, detailed, and accurate information, which should be available to assist the customer service staff, limits the quality of customer service provided.

Why is this problem?

The limited and cumbersome information available through the current Process does not allow quality customer service to be achieved. The lack of detailed file documentation and timeliness of the workflow process would be detrimental if the file goes to Legal and subsequent litigation.

What data will you need to gather and what methods will you use to gather it? What are the sources of your data?

1. Monthly Correspondence/Email Reports and current reporting process
2. Interviews – Managers/staff of affected areas (Customer Support, Customer Service, Legal)
3. Map current process
4. Map proposed process
5. Observation of model plan with working updated system in place (Insurance Reserve Fund)
6. Monitor process and gather monthly feedback (test system implemented and data)
7. Review minimum Standards for system currently in operation

PLEASE USE THIS SPACE TO ELABORATE ON ANY OF THE PRECEDING INFORMATION.

Please circle the answers the following questions about your project:

1. Does this project represent something you have a reasonable amount of control over in your current position?

A. Yes B. No C. Unsure

2. Has your supervisor reviewed and approved this project proposal?

A. Yes B. No

My current E-Mail Address: gprice@eip.sc.gov

My current Telephone Number: 803-734-1124

Submitted by:

Approved by (OHR):

Gisele Price

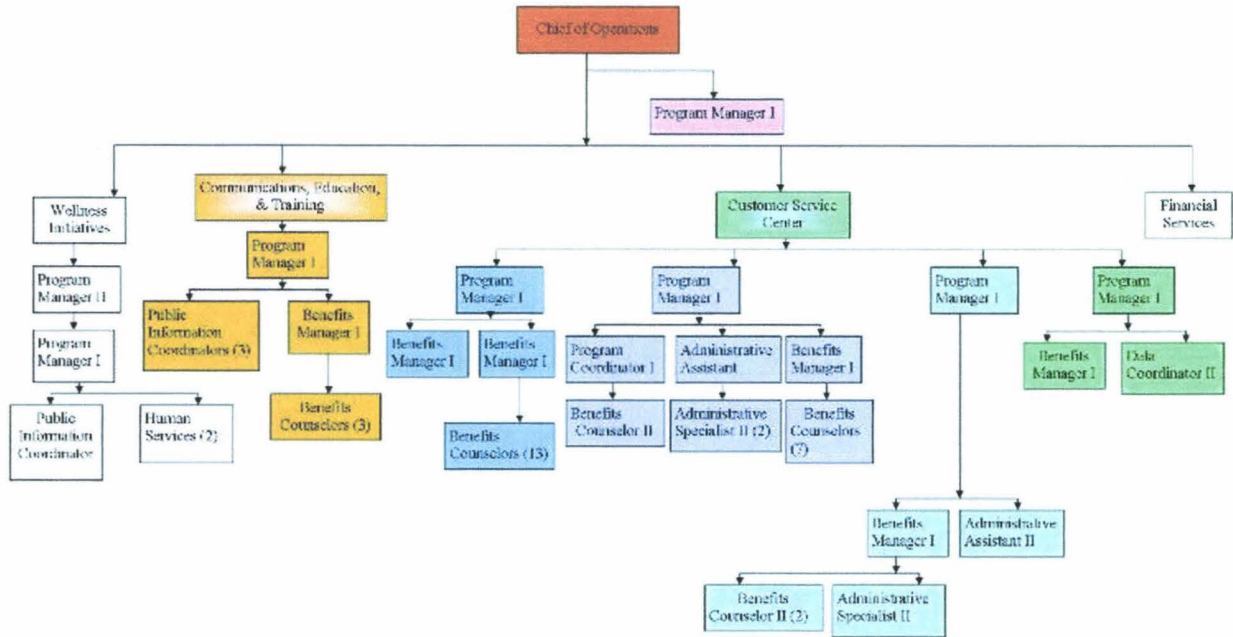
Date: 16 August 2011

Date: _____

|

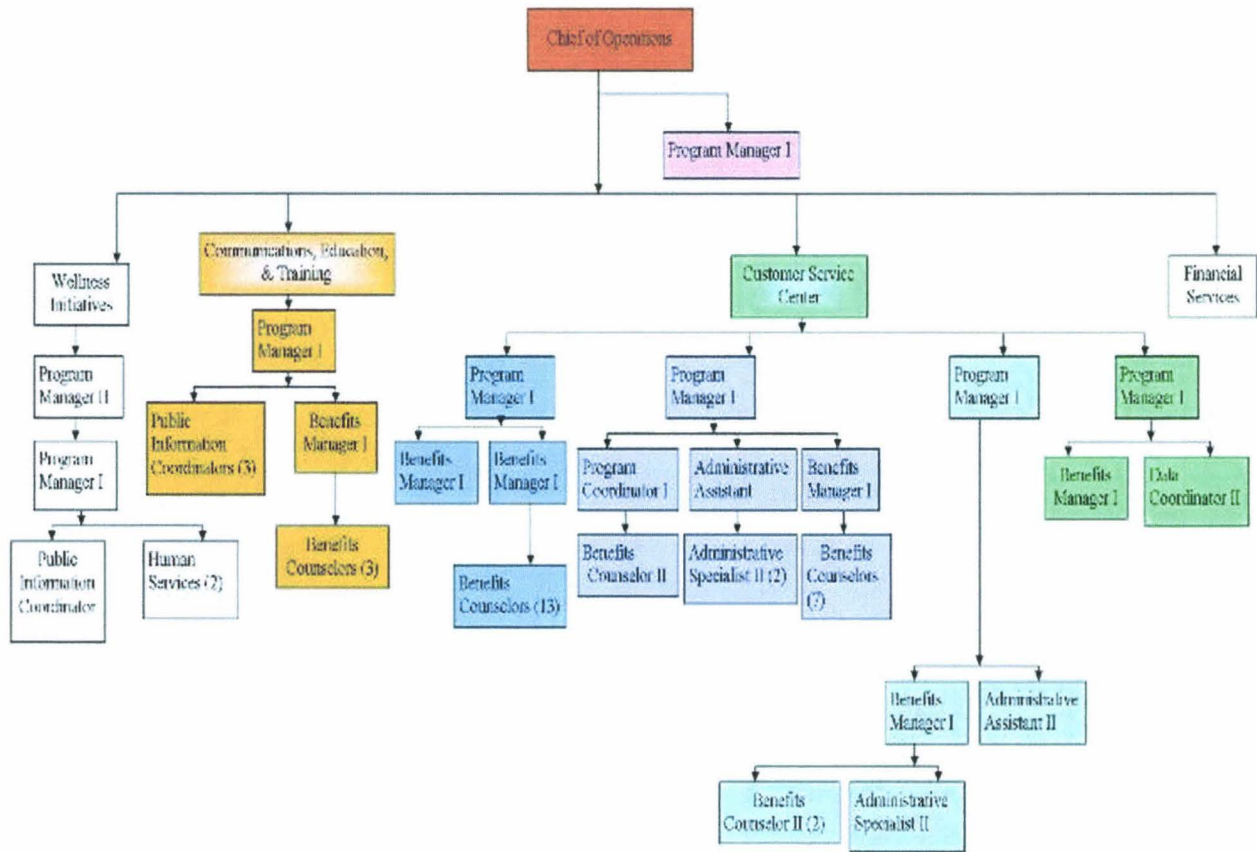
APPENDIX B

EIP Organizational Chart



APPENDIX C

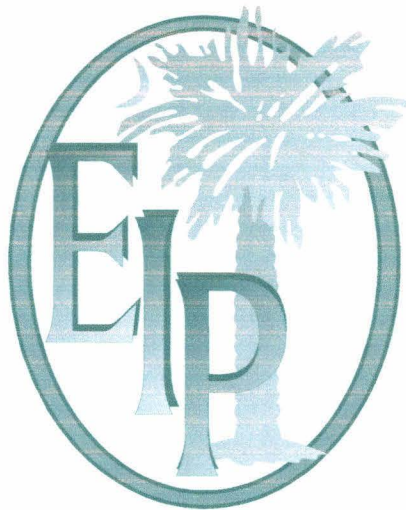
EIP Organizational Chart



*Customer Support Unit

APPENDIX D

CORRESPONDENCE TRACKER 1 MANUAL



Correspondence Tracker 1

Manual version 2

Designed By Dewey King & Patrick Harvin
Manual updated Friday, October 15, 2004

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OVERVIEW

This system was designed to help us keep track of the correspondence we received from our customers. The information it will provide is only as good as the information we put into it. It is crucial that we log correspondence in as it is received.

USER LOGINS

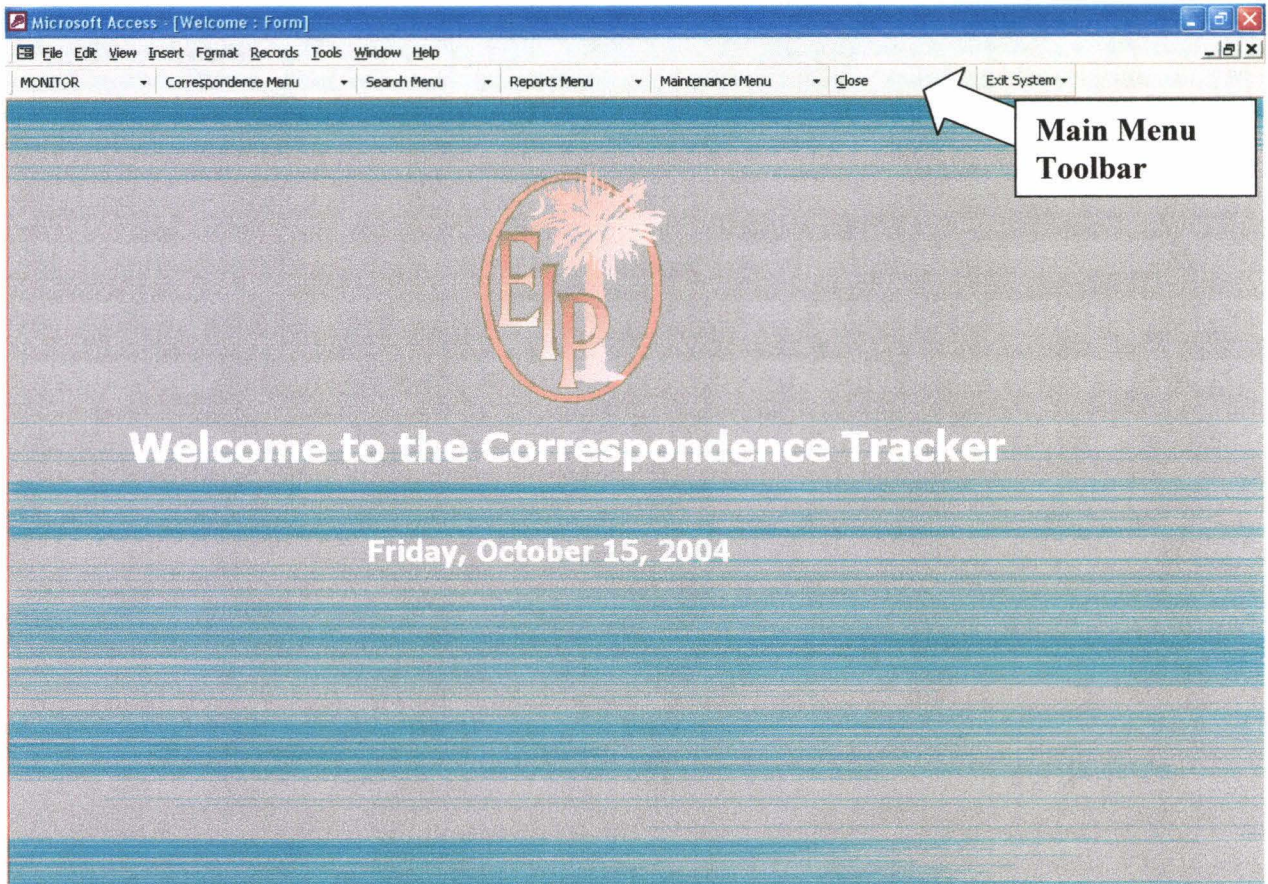
Users can either be assigned access to enter/update certain correspondence or they may log on as a Guest user. Guest users are only allowed to view and print. Please see your supervisor you're your appropriate access level.

UserIDs and Passwords

Each user that will be updating or adding correspondence should be assigned a userid along with a password. Please remember these items for future usage. If you should happen to forget your password, please see your supervisor.

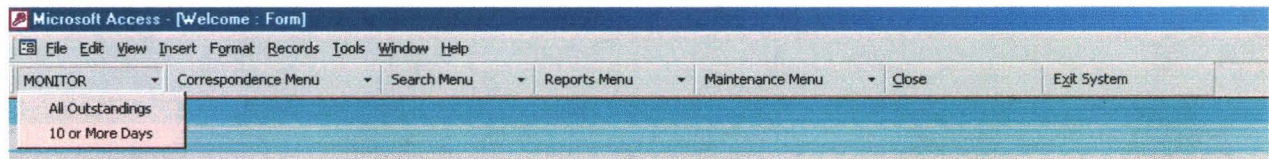
Guest users do not require a password. Please see your supervisor for more information.

SCREENS & MENUS



You can accomplish all of the tasks you will need by using the toolbar provided at the top of the screen. We will discuss the items under each menu now:

Monitor Menu



The monitor menu allows you to monitor incomplete correspondence activity throughout the system. You have 2 choices from the pull down:

ALL OUTSTANDINGS MONITOR

A screenshot of the Microsoft Access application window titled 'Microsoft Access - [All Outstandings : Form]'. The menu bar is the same as the previous screenshot. The main area of the window is titled 'Correspondence Tracker 1' and 'All Outstanding Correspondence'. Below this title, there is a table with the following data:

ID	Urgent	Days	First Received	Last By	Subject
1002	<input type="checkbox"/>	31	01/14/2002	JC	Going to retire soon
1003	<input type="checkbox"/>	0	02/26/2002	JC	Test Data

Below the table, there is a record navigation bar showing 'Record: 1 of 2'. At the bottom of the window, there is a status bar showing 'Form View' and a taskbar with the Start button and several open applications: 'Correspondence Tracker 1...', 'Microsoft Access - [A...', and 'untitled - Paint'. The system clock in the bottom right corner shows '1:38 PM'.

You can see all outstanding correspondences here. To enter one of the items listed, simply double-click the mouse over that item. Please see the glossary for a description of the fields shown.

10 OR MORE DAYS OUTSTANDING MONITOR

Microsoft Access - [Outstanding 10 or More Form : Form]

File Edit View Insert Format Records Tools Window Help

MONITOR Correspondence Menu Search Menu Reports Menu Maintenance Menu Close Exit System

Correspondence Tracker 1

Outstanding 10 or More Days Correspondence

ID	Urgent	Days	First Received	Last By	Subject
1002	<input type="checkbox"/>	31	01/14/2002	JC	Going to retire soon

Record: 1 of 1

Form View

Start Microsoft Access - [O... untitle - Paint 1:38 PM

This monitor lists all URGENT correspondence as well as all that have been outstanding 10 or more days excluding weekends.

Correspondence Menu

Microsoft Access - [Welcome : Form]

File Edit View Insert Format Records Tools Window Help

MONITOR Correspondence Menu Search Menu Reports Menu Maintenance Menu Close Exit System

New Correspondence

NEW CORRESPONDENCE SCREEN

Microsoft Access - [Correspondence]

File Edit View Insert Format Records Tools Window Help

MONITOR Correspondence Menu Search Menu Reports Menu Maintenance Menu Close Exit System

Subscriber SSN: Urgent ☐ ID: (Auto)

Subscriber First Name: Subject:

Subscriber Last Name: Assigned To:

Correspondent First Name:

Correspondent Last Name:

RECEIVED			SENT			STATUS	MEMO
Date	Area	By	Date	Area	To		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

CLOSE FORM

Record: 1 of 1

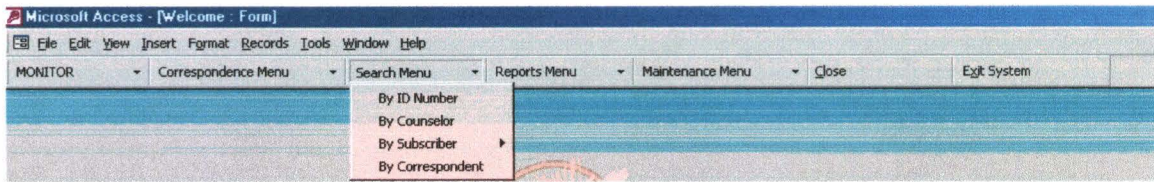
Form View

Start Correspondence Tracker 1... Microsoft Access - [C...]

NUM 9:02 AM

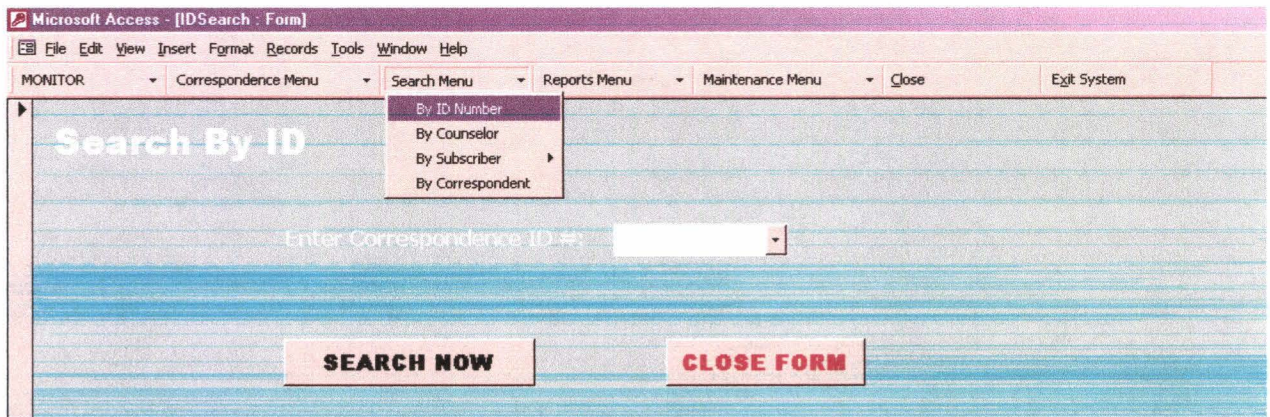
Use this screen to enter new correspondence into the system. The system will automatically give the correspondence an ID number for tracking. Please write this tracking number on the correspondence.

Search Menu

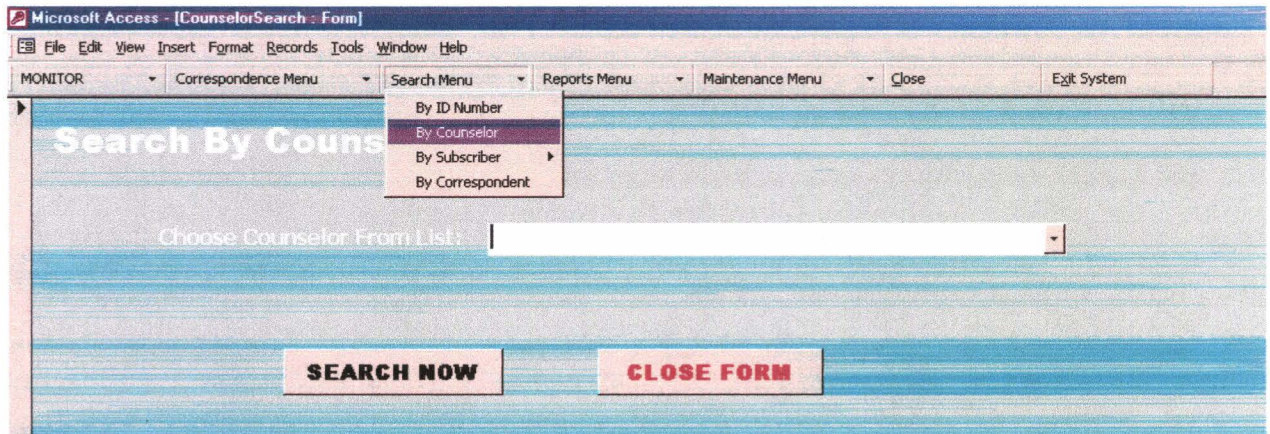


You have a variety of ways of locating a correspondence. You can look by:

ID Number: the auto-tracking number given by the system.



By Counselor: by the last person to receive the correspondence.



By Subscriber – SSN: Select the subscriber's SSN from the pull-down menu or type it.

The screenshot shows the Microsoft Access application window titled "[SSNSearch : Form]". The menu bar includes File, Edit, View, Insert, Format, Records, Tools, Window, and Help. Below the menu bar is a toolbar with buttons for MONITOR, Correspondence Menu, Search Menu, Reports Menu, Maintenance Menu, Close, and Exit System. The main form area has a title "Search By Subscriber" and a label "Enter Subscriber's SSN:" followed by a text box. A dropdown menu is open under "Search Menu", showing options: "By ID Number", "By Counselor", "By Subscriber" (which is highlighted), "By Correspondent", "By SSN" (which is also highlighted), and "By Last Name". At the bottom of the form are two buttons: "SEARCH NOW" and "CLOSE FORM".

By Subscriber – Last Name:

Select the subscriber's last name from the pull down or type it.

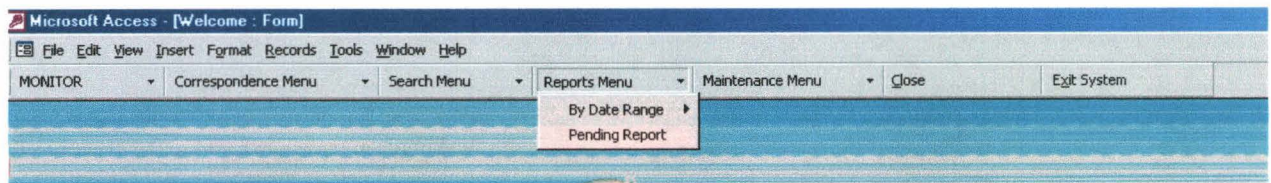
The screenshot shows the Microsoft Access application window titled "[SUBLASTNAMESearch : Form]". The menu bar and toolbar are identical to the previous screenshot. The main form area has a title "Search By Subscriber" and a label "Enter Subscriber's Last Name:" followed by a text box. The dropdown menu under "Search Menu" is open, showing the same options as before, but "By Last Name" is now highlighted. The "By SSN" option is no longer highlighted. The "SEARCH NOW" and "CLOSE FORM" buttons are at the bottom.

By Correspondent's Last Name

Select the correspondent's last name from the pull down or type it.

The screenshot shows the Microsoft Access application window titled "[CORRLASTNAMESearch : Form]". The menu bar and toolbar are identical to the previous screenshots. The main form area has a title "Search By Correspondent's Last Name" and a label "Enter Correspondent's Last Name:" followed by a text box. The dropdown menu under "Search Menu" is open, showing the same options as before, but "By Correspondent" is now highlighted. The "By SSN" and "By Last Name" options are no longer highlighted. The "SEARCH NOW" and "CLOSE FORM" buttons are at the bottom.

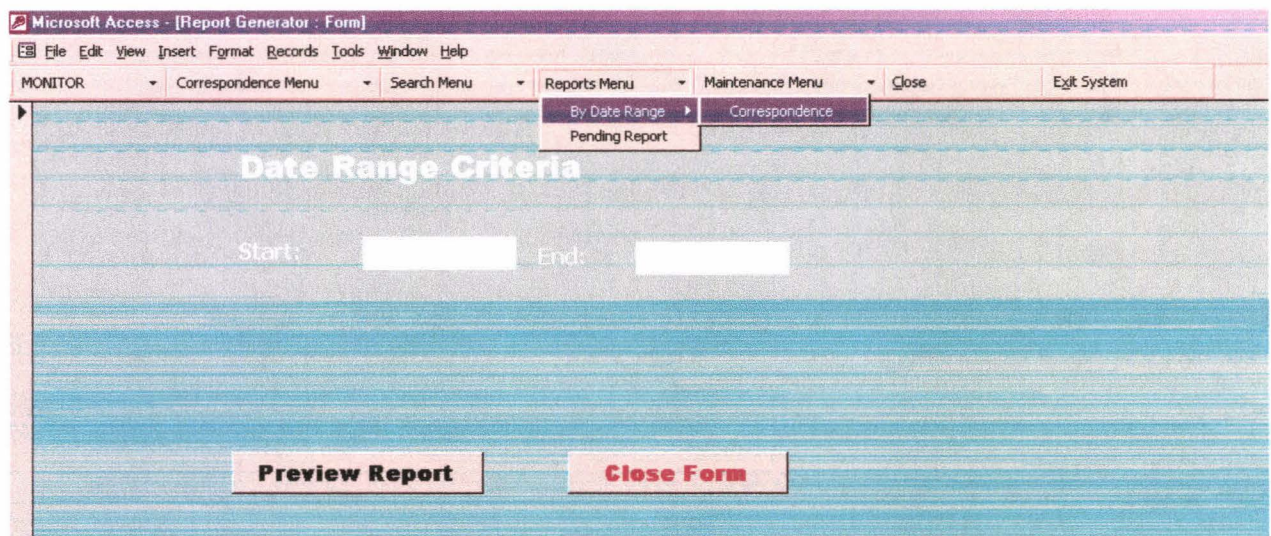
Reports Menu



By Date Range - Correspondence

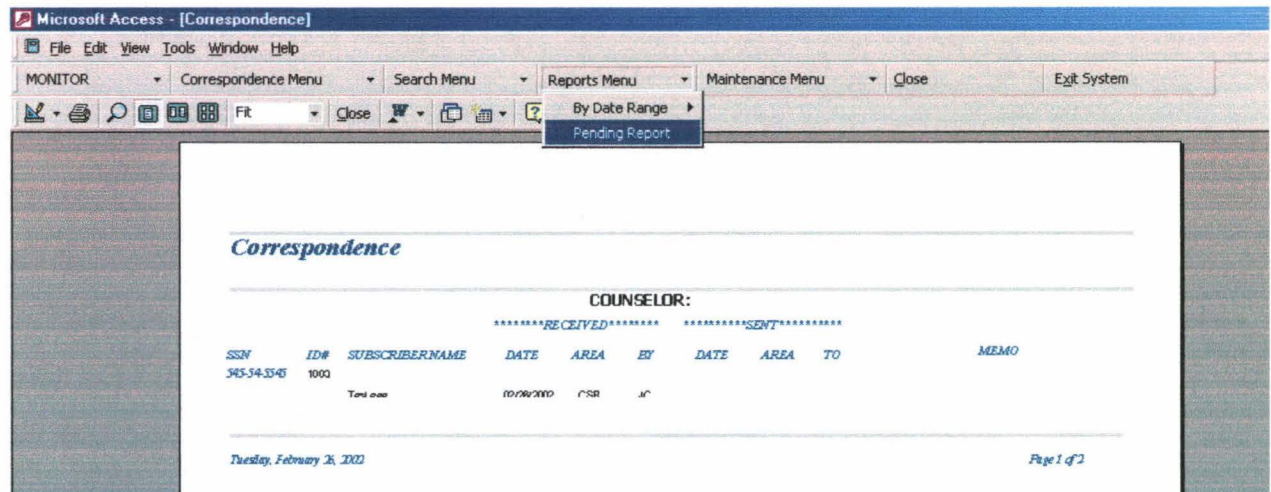
You can get a report of all correspondence for the date range you specify in the fields. Please enter your dates in the following format:

MM/DD/YYYY



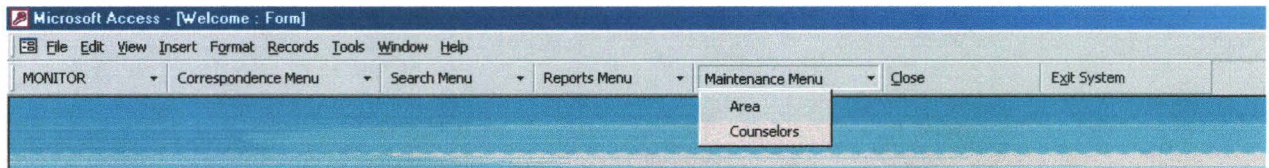
Pending Report

This report will give you all outstanding correspondence and detailed information on each correspondence.



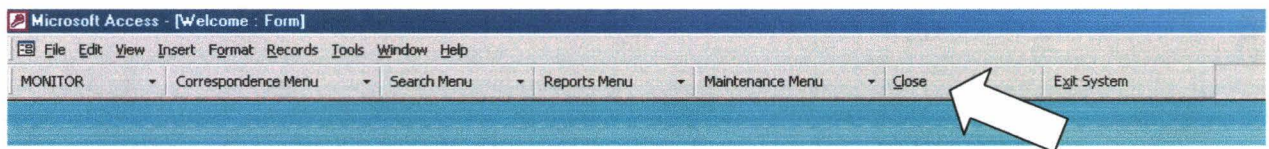
Maintenance Menu

THIS MENU SHOULD NOT BE USED UNLESS YOU HAVE BEEN AUTHORIZED.



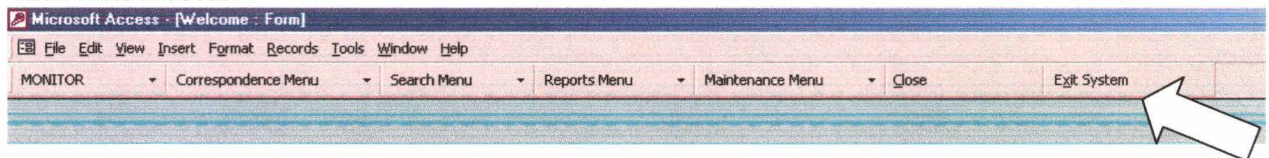
Close Button

This menu item will close whatever screen you are on.



Exit System

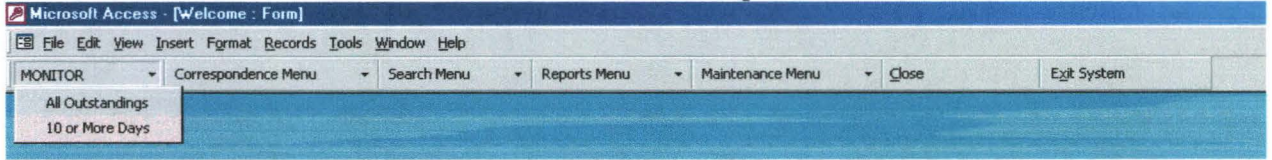
This exits Access.



HOW TO

Monitor Outstanding Correspondence

- Go to the MONITOR menu and choose from an option.



- Please remember that your screen will automatically update every two minutes. That way if someone is completing a correspondence, the monitor will reflect that completion shortly.

Enter A New Correspondence

- Choose New Correspondence from the Correspondence Menu.

Microsoft Access - [Correspondence]

File Edit View Insert Format Records Tools Window Help

MONITOR Correspondence Menu Search Menu Reports Menu Maintenance Menu Close Exit System

Subscriber SSN: Urgent ☐ ID: (Autol)

Subscriber First Name: Subject:

Subscriber Last Name: Assigned To:

Correspondent First Name:

Correspondent Last Name:

RECEIVED			SENT			STATUS	MEMO
Date	Area	By	Date	Area	To		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

CLOSE FORM

Record: 1 of 1

Form View

Start Correspondence Tracker 1 Microsoft Access - [C...

NUM 9:02 AM

- Enter as much about the correspondence available in the given fields
- If the correspondence demands immediate attention, please mark it URGENT by clicking in the URGENT box. The system tracks all URGENT messages as a priority in the Monitor screens until they are completed.
- In the following area, enter the tracking information. If you are the first to receive the correspondence, enter the date received, area, and who received by from choices provided. You must choose an Area and Received By from the menus provided or if you know the abbreviations, you can enter them. For a shortcut, if you choose "Received" from the Status pull-down, the received date will change to the current date.
- If you send the correspondence to another person or area, fill that information in the Sent area (the darker gray area on the screen). You must choose from the Area and Sent to options provided.
- Use the pending status if you are working on a correspondence but have not completed it.
- Once you complete a correspondence, choose "Complete" from the status pull-down. The last Sent Date will be updated to the current date and the Sent Area will change to "F" for finished. If you are satisfied with your choices, you can close the form at this point.

THINGS TO REMEMBER

ENTER ALL CORRESPONDENCE

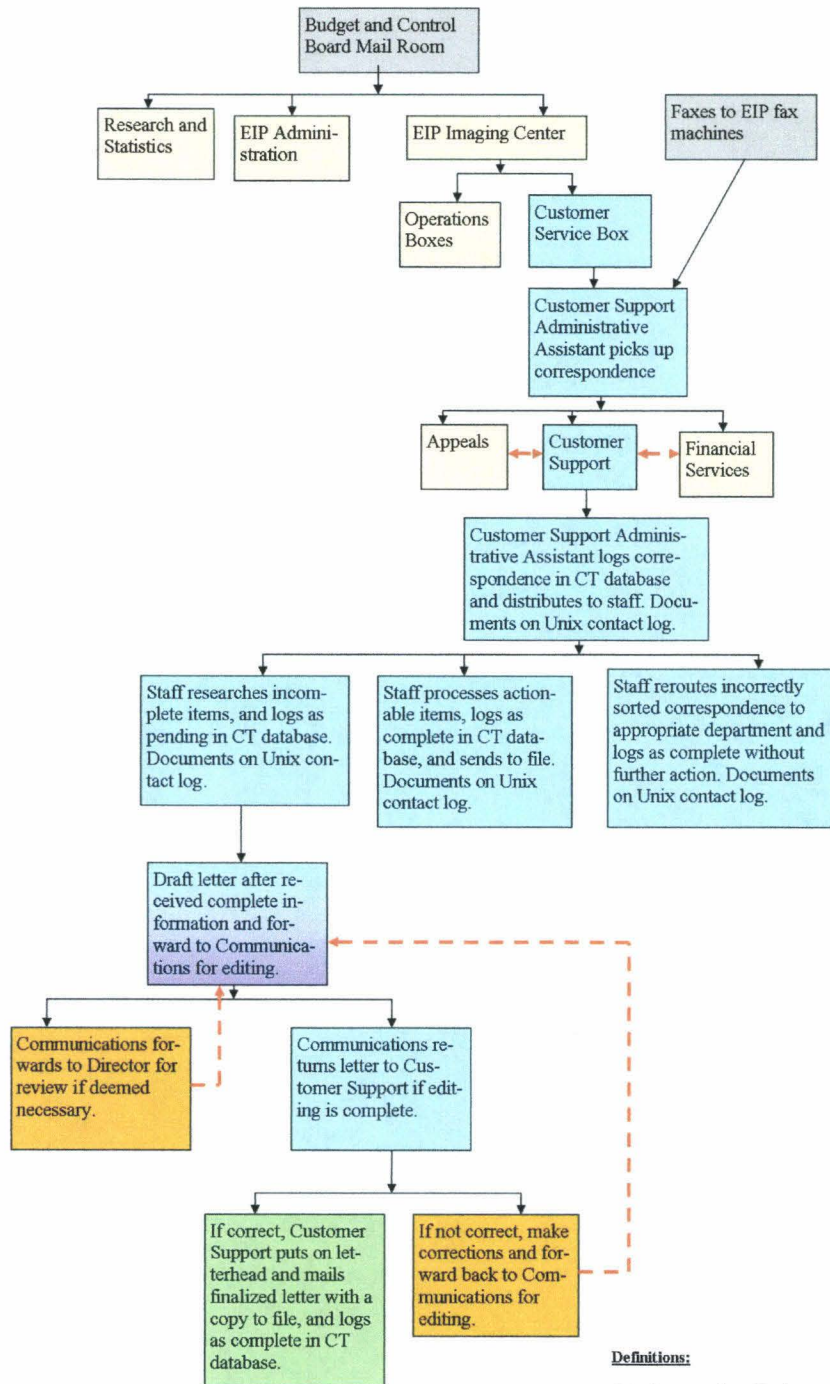
This system can only work if the users utilize it. Please enter all correspondence. It will help us improve our services to our customers.

CLOSE CORRESPONDENCES WHEN FINISHED

After you edit a correspondence, make sure you click close form. If you don't, no one else will be able to make changes to that correspondence and your changes will not be updated in the system.

APPENDIX E

EIP's Current Correspondence Process

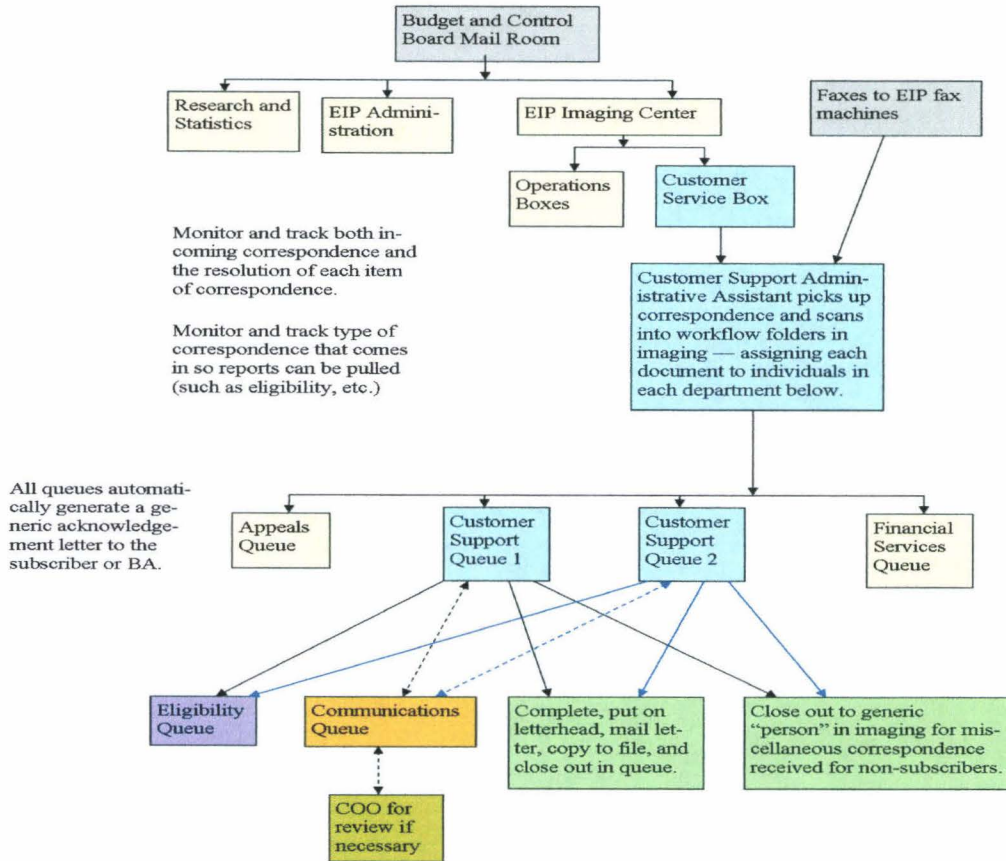


Definitions:

CT = Correspondence Tracker
 EIP = Employee Insurance Program
 Unix = EIP's Production System

APPENDIX F

Proposed Process: Completely Electronic

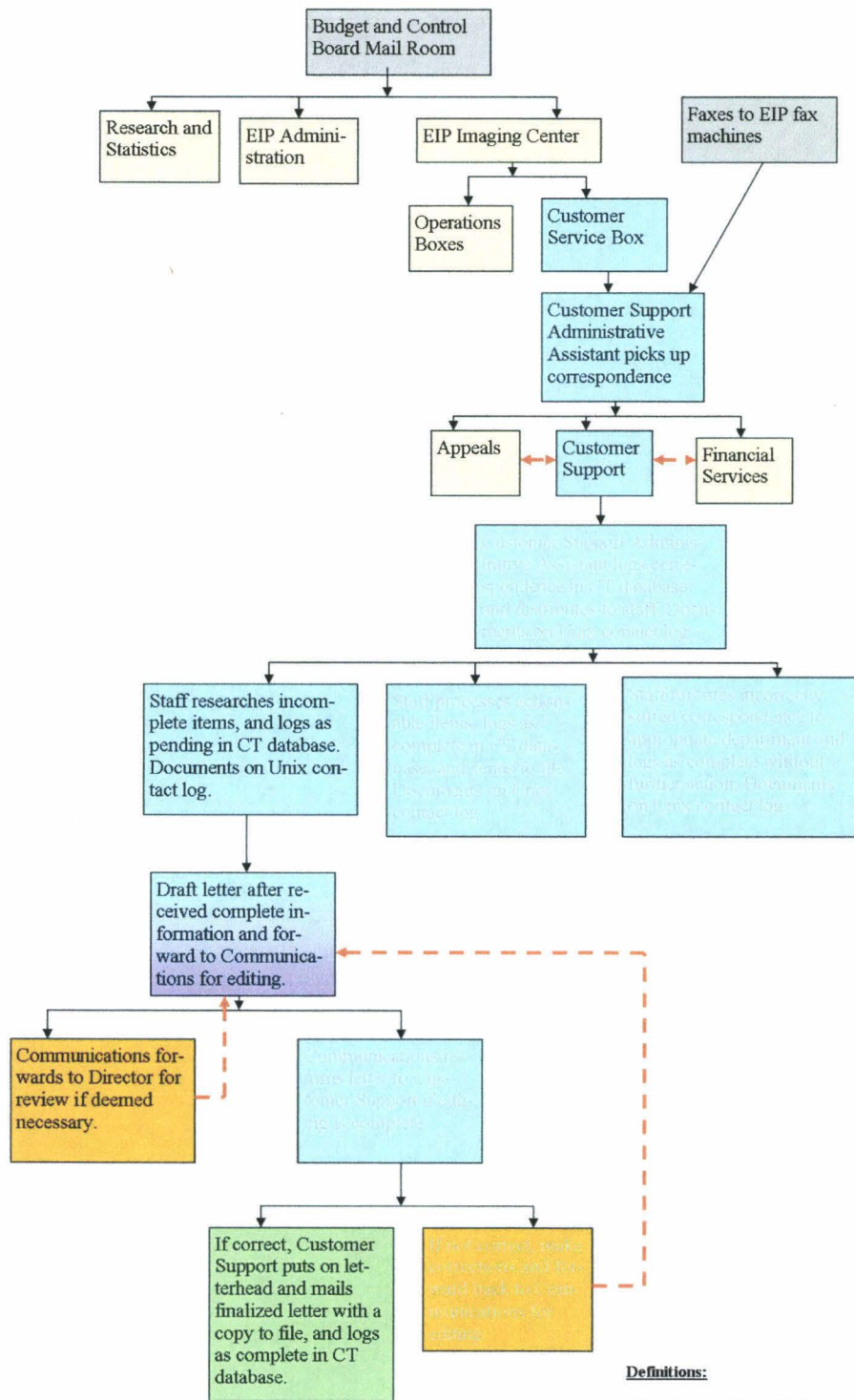


APPENDIX G

PROPOSED PROCESS Completely Electronic

1. Completely Electronic process for monitoring and tracking of Correspondence (including incoming faxes).
2. Processing capability from correspondence queues using UNIX and Imaging.
3. Correspondence can be scanned into workflow folders with imaging assigning each document to individuals in each specified departments (Appeals Queue, Customer Support Queue (2), Financial Services Queue and Communications).
4. Generate generic acknowledgement letter to subscriber or BA from each queue.
5. Drag and Drop function for routing purposes.
6. Capability to create letters of response (eligibility, premiums, benefits, contractual benefits, etc. to inquiring customers).
7. Generate Reports:
 - A. Outstanding beyond 7 working days each queue.
 - B. Total Outstanding each queue.
 - C. By subject each queue.
 - D. Monthly Receipts each queue.
 - E. Yearly Receipts each queue.
 - F. Daily receipts each queue.
 - G. Pending in queue.
8. Sort capability –each queue by SSN#, Name, BIN#.
9. Correspondence Folder received for Non-Member or other inquires from non-state individuals and folder once processed, send file.
10. Document to be accessed by Name, SSN#, BIN#.
11. “View Only” access of Correspondence Queues for staff other than Customer Support.
12. Access and Routing capability to existing Eligibility/Communications and a dedicated queue to Manager Internal Operations (Chuck Wilson), to forward files.
13. Alerts:
 - Duplicate/Possible Duplicate files.
 - Overdue documents.
 - Close to due date.

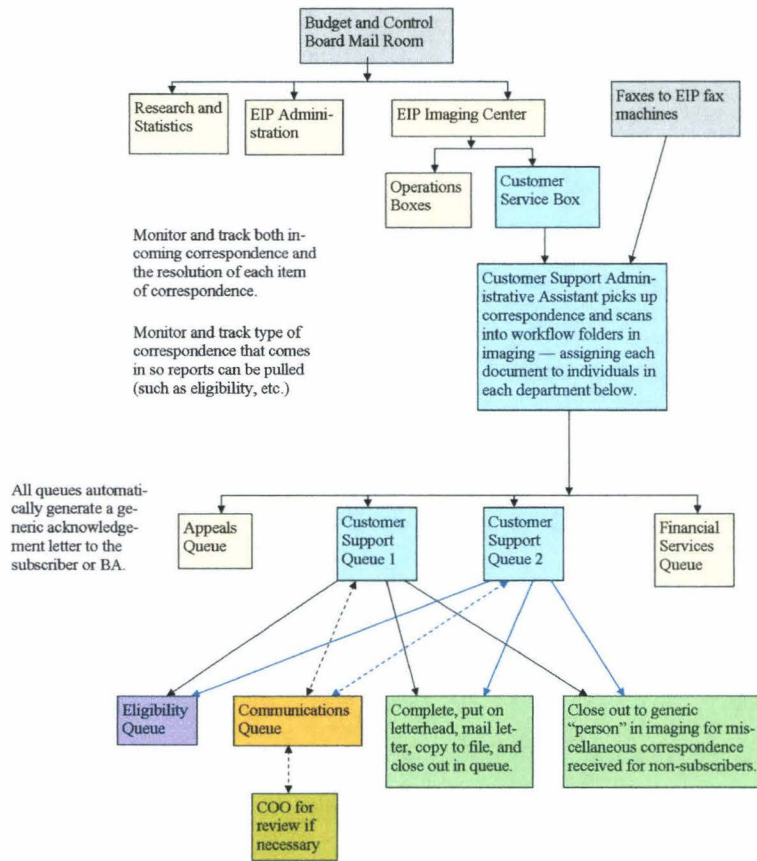
EIP's Current Correspondence Process



Definitions:

CT = Correspondence Tracker
 EIP = Employee Insurance Program
 Unix = EIP's Production System

Proposed Process: Completely Electronic



APPENDIX H

SURVEY QUESTIONS

These questions are designed to gather information regarding the current Correspondence Process and its effectiveness as a monitoring and tracking tool for the Customer Support Unit of the Employee Insurance Program (EIP). Attached is the current workflow process for correspondence tracking. Please review the attached and answer the questions below as they relate to your work unit. Please respond via email by January 26, 2012. Thank you so much for your feedback.

Units being surveyed are:

- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?
2. What percentage of time do you spend working with the current correspondence process?
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?
4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?

Price, Gisele

From: Bell, Robert
Sent: Monday, January 23, 2012 11:26 AM
To: Price, Gisele
Subject: RE: SURVEY CORRESPONDENCE PROCESS
Attachments: SURVEY QUESTIONS revised (2).doc

Here you go, Gisele.

Thanks,
 Robbie

Robert L. Bell, Jr.

Training Coordinator
 Subscriber Services
 S.C. Budget and Control Board
 Employee Insurance Program
 1201 Main Street, Suite 300
 Columbia, SC 29201
 Phone: (803) 734-0245
 Fax: (803) 734-2316
 E-mail: rbell@eip.sc.gov

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From: Price, Gisele
Sent: Friday, January 20, 2012 5:03 PM
To: Hopkins, Thelma; Niles, Cheryl; Mccullough, Mary; Thompson, Michelle; DeLong, Dayle; McArver, Bob; Randolph, Ida; Smith, Brad; Wilson, Travis; Spann, LaToya; Greene, Suzanne; Outing, Angela; Kline, Larry; Wilson, Chuck; Shirey, Cindy; Darley, Willette; Higgins, Nancy; Crosby, Kevin; Cocklin, Sandra; Browne, Rachel; Robinson, Rachel; Bell, Robert; Geathers, LaShanti
Subject: RE: SURVEY CORRESPONDENCE PROCESS
Importance: High

Thank you so much for your feedback.

Gisele Price
 Benefits Manager
 Employee Insurance Program
 S.C. Budget and Control Board
 1201 Main Street, Suite 300
 Columbia, SC 29201
 Phone: (803) 734-0678
 Fax: (803) 737-0825

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Units being surveyed are:

- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal? Training/Subscriber Services
The correspondence process allows me to correctly respond to subscriber inquiries regarding correspondence they have submitted to EIP. These inquiries are often efforts to verify receipt of a written request or complaint or to determine when or if a response has been sent.
2. What percentage of time do you spend working with the current correspondence process?
5%
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?

I would suggest an improved software tool for tracking correspondence that comes into EIP. The current Access database tool, known as Correspondence Tracker, is difficult for the average employee to use effectively.

I would also recommend that documents that will ultimately go to Customer Service to be processed as correspondence go through the imaging center first. This allows subscriber services team members to see the document that was received when callers

inquire as to whether EIP has received a particular piece of correspondence.

4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?

The correspondence tracker database is a cumbersome tool. Its user-interface is difficult to understand and/or navigate and is not intuitive. The fact that the tracker is a pre-programmed MS Access database also means that it requires a level of familiarity with this software to even use it. Lastly, because the tracker is (by necessity) password-protected, it is easy for infrequent users to forget their access information—rendering them unable to use the tracker until granted access again.

The rest of the process is more-or-less streamlined and efficient.

SURVEY QUESTIONS

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- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?

I work in Communications. The Communication unit's involvement in the process ensures that all correspondence from EIP follows our current style and does not conflict with any published information in our website or printed materials.

2. What percentage of time do you spend working with the current correspondence process?

I spend less than 5% of my time working in the current correspondence process. I stand in to review letters for Nancy if she is out sick or on annual leave.

3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?

4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?

Price, Gisele

From: Cocklin, Sandra
Sent: Tuesday, January 24, 2012 8:40 AM
To: Price, Gisele
Subject: survey

SURVEY QUESTIONS

These questions are designed to gather information regarding the current Correspondence Process and its effectiveness as a monitoring and tracking tool for the Customer Support Unit of the Employee Insurance Program (EIP). Attached is the current workflow process for correspondence tracking. Please review the attached and answer the questions below as they relate to your work unit. Please respond via email by January 26, 2012.

Units being surveyed are:

- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?
Customer service
2. What percentage of time do you spend working with the current correspondence process?
10% depends on caller
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals? Have a place where the item can be viewed so that we will be able to confirm with the caller that we have received the item.

What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them? None, I have always been able to handle my call with the information provided

Sandra Cocklin

Field Services Representative
 Communication, Education and Training
 S.C. Budget and Control Board
 Employee Insurance Program
 1201 Main Street, Suite 300
 Columbia, SC 29201
 Phone: (803) 734-2772

Fax: (803)726-9847
scocklin@eip.sc.gov

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Price, Gisele

From: DeLong, Dayle
Sent: Monday, January 23, 2012 8:02 AM
To: Price, Gisele
Subject: SURVEY QUESTIONS revised (2)
Attachments: SURVEY QUESTIONS revised (2).doc

1/23/2012

SURVEY QUESTIONS

These questions are designed to gather information regarding the current Correspondence Process and its effectiveness as a monitoring and tracking tool for the Customer Support Unit of the Employee Insurance Program (EIP). Attached is the current workflow process for correspondence tracking. Please review the attached and answer the questions below as they relate to your work unit. Please respond via email by January 26, 2012.

Units being surveyed are:

- Customer Support
- Customer Service
- Operations
- Communications (Limited)
- Legal (Appeals)
- Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?

Call Center – the more transparent the process, the better call center staff can address the customers who call to check on the status of their request.

2. What percentage of time do you spend working with the current correspondence process? >5%
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?

Imaging the correspondence on the front end would be very helpful. At least we would know what type of request has been made and may actually be able to assist with resolution and lighten the load of the correspondence area.

4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?

A separate system (Correspondence Tracker) is used. When a call comes in, staff researches the two primary systems (Unix & Imaging). When the document

cannot be found in these systems, sometimes we mistakenly tell a customer we have not received their request. If we do remember to check Correspondence Tracker, it is difficult to assist the caller with his request because we do not have a copy of the document. This causes unnecessary delays and frustration for the customer. If the documents were at imaged before they were routed, that would be helpful.

Price, Gisele

From: Higgins, Nancy
Sent: Monday, January 23, 2012 11:20 AM
To: Price, Gisele
Cc: Crosby, Kevin
Subject: Response to survey
Attachments: Answers to SURVEY QUESTIONS.doc

Gisele,
Attached is my response to your survey.
Nancy

Nancy M. Higgins
Public Information Coordinator
Communications
S.C. Budget and Control Board
Employee Insurance Program
1201 Main Street, Suite 300
Columbia, SC 29201
Phone: 803-737-4521
Fax: 803-737-0825
E-mail: nhiggins@eip.sc.gov

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SURVEY QUESTIONS

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1. In what unit of EIP do you work? Communications. What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal? Helps us make sure that direct communication with subscribers is clear and concise. Editing the letters helps make me aware of aspects of our programs that are confusing to subscribers so that these areas can be addressed in publications or on the website.
2. What percentage of time do you spend working with the current correspondence process? It varies considerably. I give the letters the time they need. I'd say about 12 percent in an average week.
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals? See no need for changes.
4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them? The only "problem" is that on rare occasions I get a whole lot of letters when I have other work to do. No need to try to do anything about it. I just deal with it.

Price, Gisele

From: Hopkins, Thelma
Sent: Tuesday, January 24, 2012 11:09 AM
To: Price, Gisele
Subject: SURVEY QUESTIONS revised (2)
Attachments: SURVEY QUESTIONS revised (2).doc
Thelma

1/24/2012

SURVEY QUESTIONS

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Units being surveyed are:

- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?

1. Customer Support area. I am able to see the date the correspondence was received, which team member is handling the inquiry and where he/she is in the process of completion as well as the date a response was mailed.

2. What percentage of time do you spend working with the current correspondence process?
2. Approximately 65%
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?
4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?

3& 4 if all written inquiries were imaged on the front-end daily and put in a folder, that way if an employee receives a call he/she will have the capability of

actually being able to see the correspondence (will not have access to remove the correspondence from the folder, only those authorized to do so), which may provide better customer service, especially if the issued can be resolved at that point.

Price, Gisele

From: Robinson, Rachel
Sent: Monday, January 23, 2012 9:10 AM
To: Price, Gisele
Subject: RE: RE: SURVEY CORRESPONDENCE PROCESS
Attachments: SURVEY QUESTIONS revised-RR.doc

Here you are! If any of the answers are not clear, let me know. Good luck with the rest of your project! ☺

Rachel Robinson
Appeals Coordinator
 Products, Legal, and Policy
 Employee Insurance Program
 1201 Main St., Ste. 300
 Columbia, S.C. 29201-3230
Phone: (803) 734-3569
Fax: (803) 726-9876
E-mail: rrobinson@eip.sc.gov

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size=2 width="100%" align=center tabindex=-1>

From: Price, Gisele
Sent: Friday, January 20, 2012 5:03 PM
To: Hopkins, Thelma; Niles, Cheryl; Mccullough, Mary; Thompson, Michelle; DeLong, Dayle; McArver, Bob; Randolph, Ida; Smith, Brad; Wilson, Travis; Spann, LaToya; Greene, Suzanne; Outing, Angela; Kline, Larry; Wilson, Chuck; Shirey, Cindy; Darley, Willette; Higgins, Nancy; Crosby, Kevin; Cocklin, Sandra; Browne, Rachel; Robinson, Rachel; Bell, Robert; Geathers, LaShanti
Subject: RE: SURVEY CORRESPONDENCE PROCESS
Importance: High

Thank you so much for your feedback.

Gisele Price
 Benefits Manager
 Employee Insurance Program
 S.C. Budget and Control Board
 1201 Main Street, Suite 300
 Columbia, SC 29201
Phone: (803) 734-0678
Fax: (803) 737-0825

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Units being surveyed are:

- Customer Support
- Customer Service
- Operations
- Communications (Limited)
- Legal (Appeals)
- Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal?
 - a. **Legal (Appeals). The appeals process is completely dependent upon the receipt of written correspondence. If there is a delay in the routing of an appeal letter, then there is a delay in the entire appeals process for that individual. Similarly, if a letter is forwarded to me too early—when the individual has not exhausted a departmental review option—that also delays the entire process while I figure out who the letter should have gone to. Also, if an appeal letter is responded to by another unit when it should have been forwarded to me, that may infringe on the individual's legal right to a formal appeal including an independent review of the circumstances.**
2. What percentage of time do you spend working with the current correspondence process?
 - a. **On average, I would say 10%. Sometimes it's more, sometimes less, but figuring out whether I got the right mail or not is integral to doing my job.**

3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals?
 - a. **I think the process could be streamlined. Based on the attached flow chart, it looks like there are currently about 3 different opportunities for rerouting correspondence. If even one of these levels was knocked out, it would make a significant difference in the entire process. Also, given the number of reroutes, it looks like the problem is that the first people who look at the correspondence just don't have a way of knowing where each item should go. More up-front education for all employees involved in the process would likely improve the situation. Finally, the correspondence that comes in isn't tracked until the 3rd level down. Therefore, it is not always easy to figure out why an item was misrouted, as there is no record of which specific individual initially routed the item.**
4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them?
 - a. **As stated above, my two main issues are not getting the right mail *and* getting the wrong mail. I really think that internal training would go a long way toward fixing this problem. Also, a system to track correspondence from the moment it enters our agency would greatly improve EIP's ability to figure out where things are going wrong. Right now, when a piece of correspondence is "lost," it sometimes devolves into finger-pointing without any basis in reason. With a tracking system we would all know what happened to an item of correspondence—which would decrease tension and make it easier for us all to work together. It would also improve the customer's experience by decreasing the amount of time it takes to work a piece of correspondence.**

Price, Gisele

From: Wilson, Travis
Sent: Tuesday, January 24, 2012 3:26 PM
To: Price, Gisele
Subject: RE: RE: SURVEY CORRESPONDENCE PROCESS
Attachments: SURVEY QUESTIONS revised (2) (3).doc

Hey Gisele, attached is the response to the survey questions.

Travis Wilson
 Benefits Counselor
 SC Budget and Control Board
 Employee Insurance Program
 1201 Main Street, Suite 300
 Columbia, SC 29201
 Phone: (803) 734-3257
 Fax: (803) 734-4479
 TWILSON@EIP.SC.GOV

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From: Price, Gisele
Sent: Friday, January 20, 2012 5:03 PM
To: Hopkins, Thelma; Niles, Cheryl; Mccullough, Mary; Thompson, Michelle; DeLong, Dayle; McArver, Bob; Randolph, Ida; Smith, Brad; Wilson, Travis; Spann, LaToya; Greene, Suzanne; Outing, Angela; Kline, Larry; Wilson, Chuck; Shirey, Cindy; Darley, Willette; Higgins, Nancy; Crosby, Kevin; Cocklin, Sandra; Browne, Rachel; Robinson, Rachel; Bell, Robert; Geathers, LaShanti
Subject: RE: SURVEY CORRESPONDENCE PROCESS
Importance: High

Thank you so much for your feedback.

Gisele Price
 Benefits Manager
 Employee Insurance Program
 S.C. Budget and Control Board
 1201 Main Street, Suite 300
 Columbia, SC 29201
 Phone: (803) 734-0678
 Fax: (803) 737-0825

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Units being surveyed are:

- ☐ Customer Support
- ☐ Customer Service
- ☐ Operations
- ☐ Communications (Limited)
- ☐ Legal (Appeals)
- ☐ Training

1. In what unit of EIP do you work? What role (as you understand it) does the attached correspondence process play in assisting you with accomplishing your units' goal? Customer Service; The correspondence process helps me by answering general questions for subscribers using the CT tool
2. What percentage of time do you spend working with the current correspondence process? 5%
3. What changes/additions (if any), do you think could be made to the current process to better assist you with accomplishing your units' overall goals? N/A
4. What specific problems, if any, have you encountered with the current correspondence process that prohibits your (unit) from reaching its goals? What do you think could be done to resolve them? N/A

Price, Gisele

From: Clark, Colleen
Sent: Friday, January 27, 2012 4:34 PM
To: Price, Gisele
Subject: Incoming Mail Thought
Gisele,

Chatting with Rachel about the idea of scanning all incoming mail for routing and processing, I think that's great generally speaking, so long as we keep originals for things with bad image quality or highlighting in them. (I.e., watch out for stuff that scans really badly, like highlighting, photos, etc).

Or, in the alternative, get better scanners and/or change the settings of the ones we currently use.

She said just to document the thought and make sure you had it taken into account, is all. Good luck with the project.

Colleen T.Q. Clark
Products, Legal, & Policy
S.C. Budget & Control Board
Employee Insurance Program
1201 Main Street, Suite 300
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Phone: (803) 737-0078
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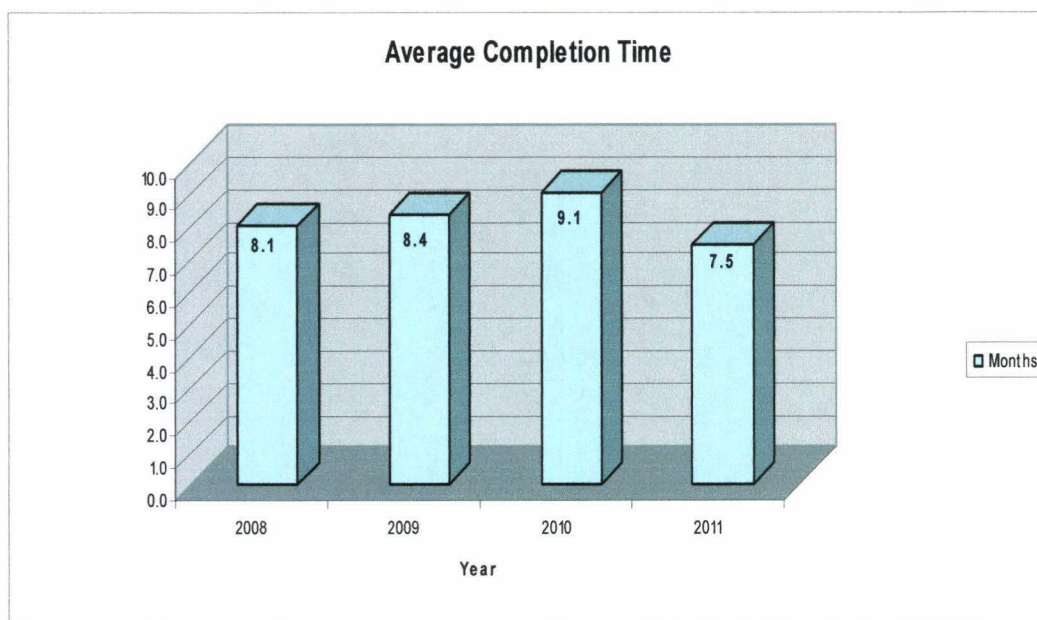
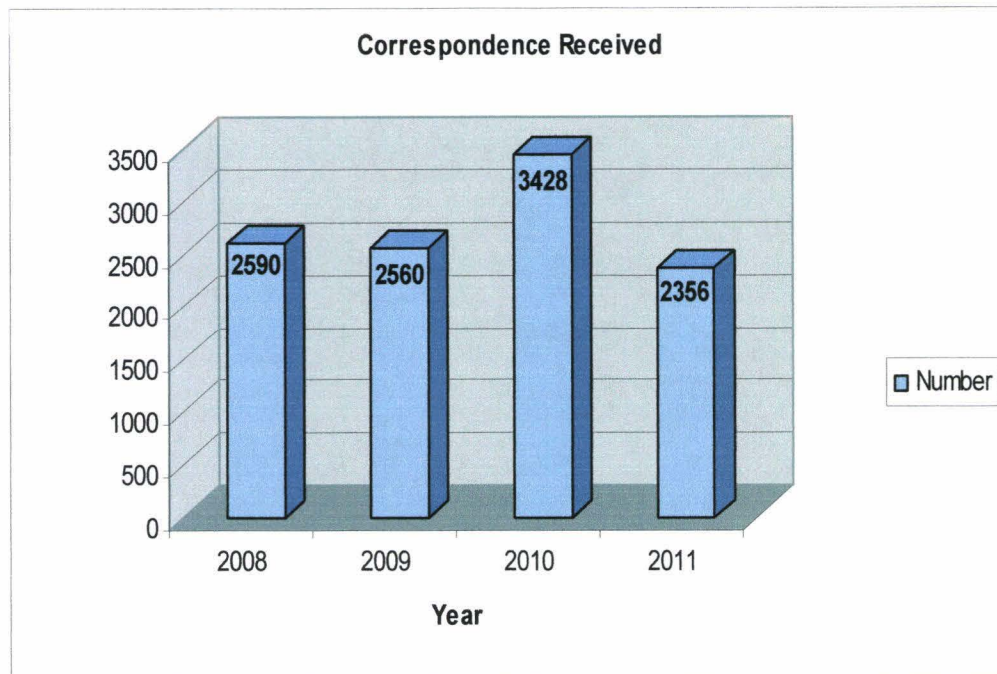


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APPENDIX I

MONTH	#RECEIVED		AVG. COMPLETION DAYS
Jan-08	280		7.6
Feb-08	239		4.6
Mar-08	206		7.3
Apr-08	235		6.9
May-08	169		8.1
Jun-08	189		7.0
Jul-08	197		5.2
Aug-08	204		7.0
Sep-08	238		6.8
Oct-08	256		7.8
Nov-08	177		16.9
Dec-08	200		11.7
TOTAL	2590	MO AV	8.1
Jan-09	237		11.1
Feb-09	234		8.6
Mar-09	189		8.2
Apr-09	218		8.7
May-09	161		6.3
Jun-09	197		9.5
Jul-09	186		7.2
Aug-09	167		5.6
Sep-09	218		5.5
Oct-09	272		9.0
Nov-09	179		8.2
Dec-09	302		12.7
TOTAL	2560	MO AV	8.4
Jan-10	509		10.9
Feb-10	343		7.8
Mar-10	348		6.9
Apr-10	267		6.3
May-10	203		7.0
Jun-10	249		8.2
Jul-10	230		7.2
Aug-10	205		9.6
Sep-10	288		11.0
Oct-10	303		13.3
Nov-10	258		8.5
Dec-10	225		12.0
TOTAL	3428	MO AV	9.1

Jan-11	243		9.9
Feb-11	207		6.7
Mar-11	218		6.3
Apr-11	158		7.6
May-11	133		10.9
Jun-11	132		7.7
Jul-11	138		8.6
Aug-11	244		6.8
Sep-11	222		7.4
Oct-11	255		5.2
Nov-11	214		5.5
Dec-11	192		7.0
TOTAL	2356	MO AV	7.5



Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2008 To: 12/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
1,940	1,769	8.7

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
640	565	5.0

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
10	10	43.5

# Received:	# Completed:	Avg. Completion Days:
2,590	2344	7.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2008 To: 1/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
146	122	10.6

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
134	120	4.4

# Received:	# Completed:	Avg. Completion Days:
280	242	7.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 2/1/2008 To: 2/29/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
117	96	5.7

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
122	99	3.5

# Received:	# Completed:	Avg. Completion Days:
239	195	4.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 3/1/2008 To: 3/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
104	101	10.1

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
102	102	4.5

# Received:	# Completed:	Avg. Completion Days:
206	203	7.3

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 4/1/2008 To: 4/30/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
127	107	7.4

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
108	82	6.4

# Received:	# Completed:	Avg. Completion Days:
235	189	6.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 5/1/2008 To: 5/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
84	80	8.0

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
85	76	8.2

# Received:	# Completed:	Avg. Completion Days:
169	156	8.1

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 6/1/2008 To: 6/30/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
107	106	6.3

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
77	76	4.0

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
5	5	67.6

# Received:	# Completed:	Avg. Completion Days:
189	187	7.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 7/1/2008 To: 7/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
180	152	5.0

Susan Whelchel

# Received:	# Completed:	Avg. Completion Days:
12	10	3.2

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
5	5	19.4

# Received:	# Completed:	Avg. Completion Days:
197	167	5.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 8/1/2008 To: 8/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
204	202	7.0

# Received:	# Completed:	Avg. Completion Days:
204	202	7.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 9/1/2008 To: 9/30/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
238	193	6.8

# Received:	# Completed:	Avg. Completion Days:
238	193	6.8

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 10/1/2008 To: 10/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
256	256	7.8

# Received:	# Completed:	Avg. Completion Days:
256	256	7.8

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 11/1/2008 To: 11/30/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
177	170	16.9

# Received:	# Completed:	Avg. Completion Days:
177	170	16.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 12/1/2008 To: 12/31/2008

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
200	184	11.7

# Received:	# Completed:	Avg. Completion Days:
200	184	11.7

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2009 To: 12/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
646	639	12.2

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
1,912	1,869	7.4

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
2	2	17.0

# Received:	# Completed:	Avg. Completion Days:
2,560	2510	8.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2009 To: 1/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
1	1	318.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
236	236	9.8

# Received:	# Completed:	Avg. Completion Days:
237	237	11.1

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 2/1/2009 To: 2/28/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
1	1	376.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
233	233	7.0

# Received:	# Completed:	Avg. Completion Days:
234	234	8.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 3/1/2009 To: 3/31/2009

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
189	189	8.2

# Received:	# Completed:	Avg. Completion Days:
189	189	8.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 4/1/2009 To: 4/30/2009

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
218	218	8.7

# Received:	# Completed:	Avg. Completion Days:
218	218	8.7

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 5/1/2009 To: 5/31/2009

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
160	160	6.2

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
1	1	29.0

# Received:	# Completed:	Avg. Completion Days:
161	161	6.3

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 6/1/2009 To: 6/30/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
31	31	17.8

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
165	165	7.9

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
1	1	5.0

# Received:	# Completed:	Avg. Completion Days:
197	197	9.5

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 7/1/2009 To: 7/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
148	148	7.4

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
38	38	6.2

# Received:	# Completed:	Avg. Completion Days:
186	186	7.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 8/1/2009 To: 8/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
94	94	8.8

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
73	73	1.5

# Received:	# Completed:	Avg. Completion Days:
167	167	5.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 9/1/2009 To: 9/30/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
98	98	9.6

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
120	120	2.1

# Received:	# Completed:	Avg. Completion Days:
218	218	5.5

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 10/1/2009 To: 10/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
5	5	133.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
267	267	6.6

# Received:	# Completed:	Avg. Completion Days:
272	272	9.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 11/1/2009 To: 11/30/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
132	132	6.9

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
47	47	11.8

# Received:	# Completed:	Avg. Completion Days:
179	179	8.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 12/1/2009 To: 12/31/2009

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
136	129	16.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
166	123	9.9

# Received:	# Completed:	Avg. Completion Days:
302	252	12.7

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2010 To: 12/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
1,659	1,659	10.2

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
1,769	1,768	8.2

# Received:	# Completed:	Avg. Completion Days:
3,428	3427	9.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2010 To: 1/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
141	141	21.5

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
368	367	6.9

# Received:	# Completed:	Avg. Completion Days:
509	508	10.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 2/1/2010 To: 2/28/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
161	161	9.3

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
182	182	6.4

# Received:	# Completed:	Avg. Completion Days:
343	343	7.8

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 3/1/2010 To: 3/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
219	219	7.1

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
129	129	6.6

# Received:	# Completed:	Avg. Completion Days:
348	348	6.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 4/1/2010 To: 4/30/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
126	126	7.1

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
141	141	5.6

# Received:	# Completed:	Avg. Completion Days:
267	267	6.3

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 5/1/2010 To: 5/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
126	126	6.3

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
77	77	8.1

# Received:	# Completed:	Avg. Completion Days:
203	203	7.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 6/1/2010 To: 6/30/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
122	122	6.7

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
127	127	9.6

# Received:	# Completed:	Avg. Completion Days:
249	249	8.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 7/1/2010 To: 7/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
132	132	7.1

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
98	98	7.4

# Received:	# Completed:	Avg. Completion Days:
230	230	7.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 8/1/2010 To: 8/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
107	107	8.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
98	98	11.4

# Received:	# Completed:	Avg. Completion Days:
205	205	9.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 9/1/2010 To: 9/30/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
146	146	11.5

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
142	142	10.5

# Received:	# Completed:	Avg. Completion Days:
288	288	11.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 10/1/2010 To: 10/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
127	127	15.3

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
176	176	11.8

# Received:	# Completed:	Avg. Completion Days:
303	303	13.3

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 11/1/2010 To: 11/30/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
107	107	10.4

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
151	151	7.1

# Received:	# Completed:	Avg. Completion Days:
258	258	8.5

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 12/1/2010 To: 12/31/2010

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
145	145	12.8

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
80	80	10.6

# Received:	# Completed:	Avg. Completion Days:
225	225	12.0

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2011 To: 12/31/2011

# Received:	# Completed:	Avg. Completion Days:
2		

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
1,030	1,018	9.6

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
1,325	1,288	6.3

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
1	1	18.0

# Received:	# Completed:	Avg. Completion Days:
2,358	2307	7.7

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 1/1/2011 To: 1/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
115	114	10.7

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
128	128	9.1

# Received:	# Completed:	Avg. Completion Days:
243	242	9.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 2/1/2011 To: 2/28/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
85	85	7.8

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
122	122	5.9

# Received:	# Completed:	Avg. Completion Days:
207	207	6.7

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 3/1/2011 To: 3/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
86	86	7.7

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
132	132	5.5

# Received:	# Completed:	Avg. Completion Days:
218	218	6.3

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 4/1/2011 To: 4/30/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
70	70	7.3

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
88	88	7.9

# Received:	# Completed:	Avg. Completion Days:
158	158	7.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 5/1/2011 To: 5/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
72	72	10.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
61	61	11.9

# Received:	# Completed:	Avg. Completion Days:
133	133	10.9

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 6/1/2011 To: 6/30/2011

# Received:	# Completed:	Avg. Completion Days:
-------------	--------------	-----------------------

2		
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Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
-------------	--------------	-----------------------

58		
----	--	--

	58	
--	----	--

		9.6
--	--	-----

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
-------------	--------------	-----------------------

72		
----	--	--

	72	
--	----	--

		6.2
--	--	-----

# Received:	# Completed:	Avg. Completion Days:
-------------	--------------	-----------------------

132		
-----	--	--

	130	
--	-----	--

		7.7
--	--	-----

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 7/1/2011 To: 7/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
75	75	7.4

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
63	63	9.9

# Received:	# Completed:	Avg. Completion Days:
138	138	8.6

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 8/1/2011 To: 8/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
163	163	7.3

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
81	81	5.8

# Received:	# Completed:	Avg. Completion Days:
244	244	6.8

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 9/1/2011 To: 9/30/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
76	74	15.1

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
145	144	3.3

Thelma Hopkins

# Received:	# Completed:	Avg. Completion Days:
1	1	18.0

# Received:	# Completed:	Avg. Completion Days:
222	219	7.4

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 10/1/2011 To: 10/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
48	44	8.9

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
207	189	4.4

# Received:	# Completed:	Avg. Completion Days:
255	233	5.2

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 11/1/2011 To: 11/30/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
84	78	6.0

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
130	112	5.2

# Received:	# Completed:	Avg. Completion Days:
214	190	5.5

Correspondence Received by Counselor per Selected Dates

Correspondence Report From: 12/1/2011 To: 12/31/2011

Cheryl Niles

# Received:	# Completed:	Avg. Completion Days:
96	93	8.5

Gisele Price

# Received:	# Completed:	Avg. Completion Days:
96	91	5.3

# Received:	# Completed:	Avg. Completion Days:
192	184	7.0